



**DEPARTMENT OF THE ARMY**  
**HEADQUARTERS UNITED STATES ARMY SIGNAL CENTER AND FORT GORDON**  
**506 CHAMBERLAIN AVENUE**  
**FORT GORDON GEORGIA 30905-5735**

Reply to  
Attention Of:

ATZH-CS

17 March 2008

MEMORANDUM FOR TRADOC Units, Directorates, and Activities

SUBJECT: Civilian Personnel Hiring Policy

1. The purpose of this policy is to ensure a hiring process with high standards of integrity, efficiency, effectiveness, and fairness. To ensure that all applicants competing for a government position are fully and fairly considered in any hiring decision, our hiring procedures must be above reproach. Enclosure 1 (flowchart) depicts the civilian personnel hiring process.
2. The Civilian Personnel Advisory Center (CPAC) will be notified and consulted on hiring of all civilian personnel, regardless of grade or position. Selecting officials are responsible for personally contacting the CPAC for advice on hiring policies and procedures. Ranking and interview panels are now mandatory in hiring actions for GS-13 and NSPS equivalent and above positions, supervisors, and for GS-12 and NSPS equivalent positions that are unique, one-of-a-kind positions, e.g., Deputy Director. The CPAC will participate as an advisor to any hiring panel on issues such as panel responsibilities, panel composition, confidentiality of information, proper documentation and maintenance of selection information, and fairness of the process. Guidelines on ranking and interview panel procedures are located on the CPAC web site, and will be used in hiring actions.
3. The make-up of the ranking and interview panels must reflect diversity factors such as gender, race, and ethnicity. Only the approving official may waive the diversity requirement when circumstances warrant, e.g., unavailability of female, GS-14 or NSPS equivalent, etc. The selecting official will serve as the chairperson for the panels and the composition of the panels must include a member outside the selecting official's organization. Interview panels may consist of the same members as the ranking panel. Selection criteria, the evaluation matrix (used to compare/contrast applicant credentials, panel member evaluations, etc), and interview questions must be reviewed by the Equal Employment Opportunity Office and the approving official before the panel is conducted. Selecting officials must use a matrix for all hiring decisions regardless of grade or position.
4. The Position Management Officer (PMO) will review/approve all GS-13/NSPS equivalent and above/GS-12/NSPS equivalent unique selections prior to CPAC's notification of the selectee. Also, all noncompetitive Veteran Readjustment Appointments (VRA) will be fully justified and approved by the PMO.

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5. To ensure management is maintaining records and to determine any training needs for management on the selection and interview process, the Fort Gordon CPAC will conduct a quality control audit of hiring records for all selections in which a panel was used. All documentation will be maintained for three years IAW Enclosure two.

6. Refer questions to your servicing CPAC Human Resources Specialist.

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JACKIE J. BRYANT

Colonel, GS

Chief of Staff